Public Service Labour Relations Board

2008-2009

Departmental Performance Report

The Honourable James Moore, P.C., M.P.
Minister of Canadian Heritage and Official Languages

Table of Contents

SECTION I: DEPARTMENTAL OVERVIEW 5
- Raison d'être 6
- Responsibilities 6
- Strategic Outcome and Program Activity Architecture (PAA) 7

Summary of Performance 8
- Performance Summary 9
- Contribution of Priorities to Strategic Outcome 10
- Risk Analysis 12
- Expenditure Profile 13

SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME 15

Program Activity by Strategic Outcome 16
- Program Activity: Adjudication, Mediation, and Compensation Analysis and Research 16
- Benefits for Canadians 21
- Performance Analysis 21
- Lessons Learned 22

SECTION III: SUPPLEMENTARY INFORMATION 23

Financial Highlights 24

Financial Highlights Chart 25

Endnotes 26

Other Items of Interest 27

Appendix A: Cases Before the Public Service Labour Relations Board 2008-2009 27

Appendix B: Synopsis of Applications for Judicial Review of Decisions April 1, 2004, to March 31, 2009 28

Appendix C: Collective Bargaining Cases April 1, 2008, to March 31, 2009 29

How to Reach Us 30

Message from the Chairperson

I am pleased to present the Performance Report for the Public Service Labour Relations Board (PSLRB) for the period ending March 31, 2009.

The PSLRB administers the legislative framework within which labour relations are conducted in the federal public service. Our clients are the employers and bargaining agents covered by the *Public Service Labour Relations Act* (*PSLRA*). The PSLRB benefits Canadians by supporting a harmonious relationship between federal public servants and their employers, which ultimately improves the ability of the public service to serve the public interest.

During the reporting period, the PSLRB continued to focus its efforts on three main priorities: to improve the delivery of its adjudication and mediation services; to deliver compensation analysis and research services to support parties in their collective bargaining efforts; and to develop its infrastructure and human resources to enhance its efficiency and effectiveness.

I am pleased to report that the PSLRB successfully delivered on those priorities. In the area of adjudication, fewer cases were carried over from previous years, more decisions were issued within the four-month standard timeframe that we established and the number of older cases was significantly reduced. We also used various case management tools such as pre-hearing conferences, which enable preliminary matters and procedural issues to be dealt with before a hearing, to more effectively manage our sizeable caseload.

In the area of mediation, the PSLRB assisted parties during the first major round of collective bargaining under the *PSLRA*. We received and dealt with many requests to provide mediation and dispute resolution services, including establishing arbitration boards and public interest commissions, during a time of economic uncertainty and a time when legislation was being introduced to restrict economic increases for public servants. I commend those at the PSLRB who were involved in the collective bargaining process for their professionalism and impartiality throughout this tumultuous period and for the assistance they provided to the parties to help them deal with their labour disputes without affecting the delivery of government services to Canadians.

The PSLRB also made considerable inroads in 2008-2009 in its compensation analysis and research services (CARS), releasing its first two nationwide studies in 2008: *Technical Services Compensation Comparability Study* and *Total Compensation Study on Health-Related Occupations in Canada*. These studies employ different models and approaches that will assist the CARS in developing future studies.

The various management policies, practices and systems being developed to enhance the PSLRB's infrastructure and human resources function will also contribute to helping us manage our caseload and fulfill our responsibilities under the *PSLRA*.

I have every reason to be pleased with the PSLRB's accomplishments this past year. Having received stable, long-term funding under Budget 2009, the PSLRB will be able to fully meet our responsibilities under the *PSLRA*, to plan more effectively for the longer term and to readily meet our future commitments.

Casper M. Bloom, Q.C., Ad. E.
CHAIRPERSON

SECTION I: DEPARTMENTAL OVERVIEW

Raison d'être

The Public Service Labour Relations Board (PSLRB) is an independent quasi-judicial tribunal mandated by the *Public Service Labour Relations Act* (*PSLRA*) to administer the collective bargaining and grievance adjudication systems in the federal public service. It is also mandated by the *Parliamentary Employment and Staff Relations Act* (*PESRA*) to perform the same role for the institutions of Parliament.

The PSLRB is unique in that it is one of the few bodies of its type in Canada that combines both adjudication functions and responsibilities as an impartial third party in the collective bargaining process. Through its role in adjudicating grievances and complaints, mediating disputes, supporting the collective bargaining process, and performing compensation analysis and research, the PSLRB helps foster harmonious labour relations and good human resource management in the federal public service and Parliament. This benefits Canadians by supporting a productive and effective workplace that delivers government programs in the public interest.

Responsibilities

The PSLRB came into being on April 1, 2005, with the enactment of the *PSLRA*, replacing the Public Service Staff Relations Board (PSSRB), which had existed since 1967, when collective bargaining was first introduced in the federal public service. With the *PSLRA* came an expanded role and services, which now includes the delivery of compensation analysis and research services in addition to adjudication and mediation functions that were well established under the former regime.

The PSLRB provides three main services:

- adjudication - hearing and deciding grievances, complaints and other labour relations matters;
- mediation - helping parties reach collective agreements, manage their relations under collective agreements and resolve disputes without resorting to a hearing; and
- compensation analysis and research - conducting compensation comparability studies and providing information that can be used in the negotiation and settlement of collective agreements.

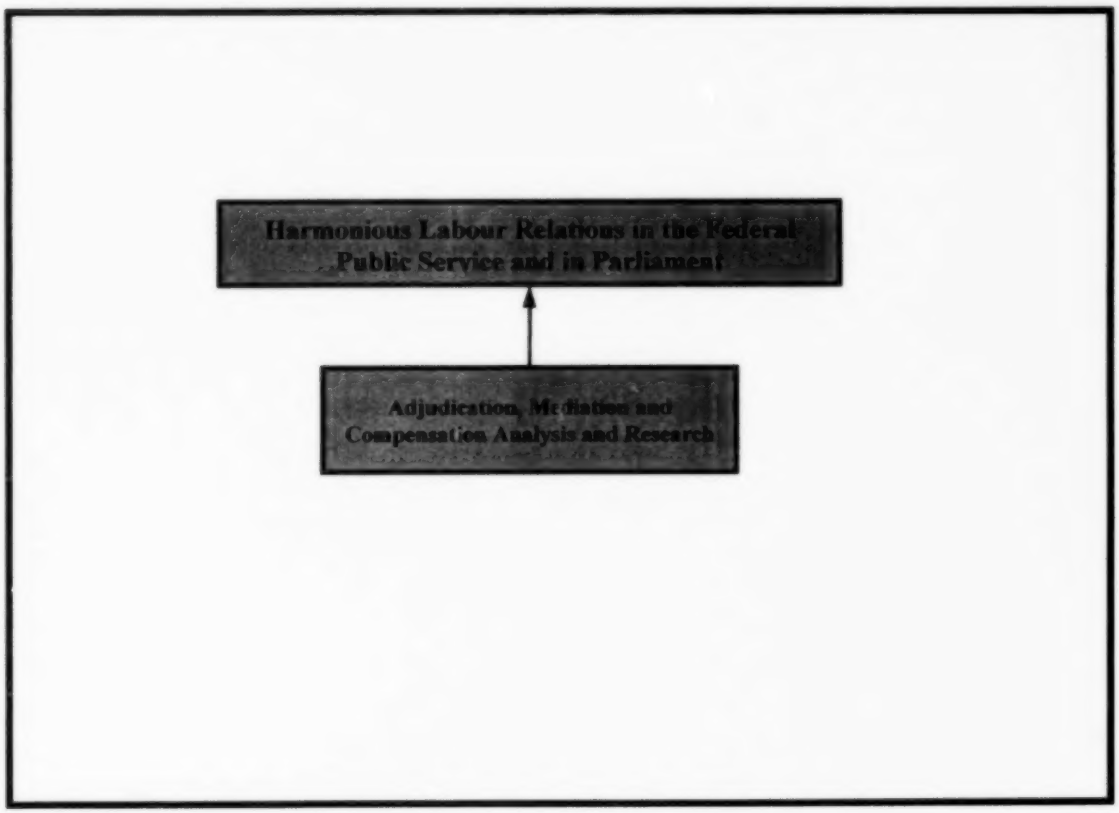
The *PSLRA* covers some 255 000 federal public service employees and applies to departments named in Schedule I to the *Financial Administration Act*, the other portions of the core public administration named in Schedule IV and the separate agencies named in Schedule V.

The PSLRB is also responsible for administering the *PESRA* and acts as the labour board and grievance system administrator for all employees of Parliament (the House of Commons, the Senate, the Library of Parliament, and the Office of the Conflict of Interest and Ethics Commissioner), as well as for the Government of Yukon.

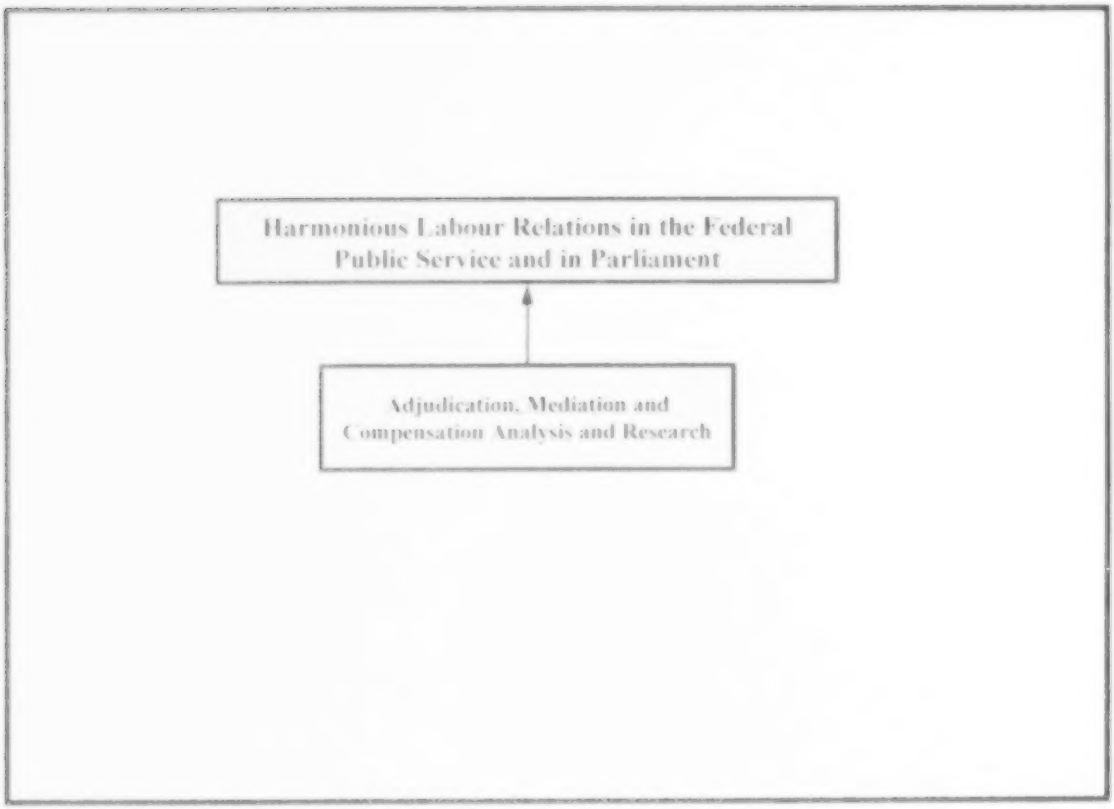
Employees of the federal public service deliver a vast array of programs and services that Canadians rely on. By providing Canadians with an environment that fosters harmonious labour relations in the federal public and parliamentary services, this minimizes the possibility of labour unrest that could lead to disruptions in the delivery of government programs to Canadians.

Strategic Outcome and Program Activity Architecture (PAA)

The PSLRB has one strategic outcome: harmonious labour relations in the federal public service and in Parliament, and one program activity: adjudication, mediation and compensation analysis and research. The PSLRB benefits Canadians by supporting a harmonious relationship between federal public servants and their employers, which improves the ability of the public service to serve the public interest.


Harmonious Labour Relations in the Federal Public Service and in Parliament
Adjudication, Mediation and Compensation Analysis and Research

Strategic Outcome and Program Activity Architecture (PAA)


Harmonious Labour Relations in the Federal Public Service and in Parliament
Adjudication, Mediation and Compensation Analysis and Research

Summary of Performance

2008-09 Financial Resources ($ thousands)

Planned Spending	Total Authorities	Actual Spending
6,756	13,309	12,933

The PSLRB's financial resources have a direct impact on its ability to achieve its strategic outcomes and to deliver its activities. The following sections highlight the PSLRB's performance and demonstrate linkages between resources and results.

At the outset of the 2008-09 fiscal year, the PSLRB's planned spending was $6.8 million. Through Main Estimates and Supplementary Estimates, the department was allocated total authorities of $13.3 million, and its actual spending was $12.9 million. The increase in authorities came from funding that was received through Budget 2008 and other funding such as the operating budget carry forward and wage increases.

2008-09 Human Resources (FTEs)

Planned	Actual	Difference
104	90	14

The PSLRB had planned Full-time Equivalents (FTEs) of 104, while it actually had 90 for fiscal year 2008-2009. The variance of 14 FTEs reflects the inability of the PSLRB to conduct staffing actions during the recent compensation studies conducted by the CARS team, as all of the CARS' efforts were devoted to the completion of those studies. Also, a high staff turnover in 2008-2009 meant that numerous positions had to be filled, which took several months and, therefore, resulted in staffing delays and the Board's current FTE count.

Performance Summary

Strategic Outcome 1: Harmonious Labour Relations in the Federal Public Service and Parliament		
Performance Indicators	**Targets**	**2008-09 Performance**
Percentage of clients who are satisfied with the PSLRB's ability to improve labour relations in the federal public service and Parliament through impartial and open processes and the quality of assistance, reports and educational tools it provides. Source: 2007 Client Satisfaction Survey	75% of clients satisfied with the PSLRB's services	The extent to which clients are satisfied with the PSLRB's services is provided in its Client Satisfaction Survey, which is conducted every three years. The survey helps identify areas for improvement. The last survey was conducted in 2007. Overall, the survey results indicated that client respondents generally indicated positive levels of satisfaction with all PSLRB services. Some of the indicators used in the survey included the quality of the assistance, reports and tools provided by the PSLRB, the overall quality of the PSLRB's website, and the timeliness and fairness with which clients' cases were resolved. The next survey will be undertaken in 2010, the results of which will be reported in the DPR for 2010/11.

Program Activity	2007-08 Actual Spending	2008-09				Alignment to Government of Canada Outcomes
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Adjudication, mediation, and compensation analysis and research[1]	11,727	6,756	6,756	13,309	12,933	The strategic outcome and program activity of the PSLRB contribute to the achievement of the Government of Canada's Government Affairs Outcome area[2] and to the smooth operation of the Government of Canada.
Total	**11,727**	**6,756**	**6,756**	**13,309**	**12,933**	

[1] http://www.tbs-sct.gc.ca/est-pre/20082009/me-bd/pub/me-171_e.asp
[2] http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

Contribution of Priorities to Strategic Outcome

Operational Priority #1

Continue to improve the delivery of mediation and adjudication services and to explore possible outreach opportunities for mediation services

Type: Previously committed to

Status: Mostly met

Linkages to Strategic Outcome

- The PSLRB's adjudication services contribute directly to harmonious labour relations in the federal public service and Parliament by continuing to be recognized by both labour and employer organizations as providing neutral and impartial decisions for the hearing of grievances and labour relations disputes.
- The PSRLB's mediation services contribute directly to this priority as they provide a forum for dispute resolution services at the appropriate organizational level and thus reduce the number of matters to be adjudicated.
- The PSLRB has explored outreach opportunities, and after considering the statutory framework, the context of its growing caseload and its resources, the Board is focusing its efforts on assisting the parties to resolve the cases pending before the Board.
- In line with its outreach efforts, another forum that remains a staple in the list of services provided by the PSLRB's Dispute Resolution Services is the two-and-a-half day joint training session, which continues to be of interest to individuals from all sides working in and/or involved in the field of labour relations.

Operational Priority #2

Deliver compensation data and analysis

Type: Previously committed to

Status: Met all

In 2008-2009, the PSLRB released its first nationwide compensation studies, *Technical Services Compensation Comparability Study* and *Total Compensation Study on Health-Related Occupations in Canada*. The studies will provide the PSLRB with a solid foundation to undertake future studies.

Linkages to Strategic Outcome

- The two compensation comparability studies were developed in collaboration with the parties for their use in the last round of negotiations, which contributes to harmonious labour relations in the federal public service.

Operational Priority #3

Continue to develop the Board's infrastructure and human resources

Type: Previously committed to

Status: Case Management System to manage case information electronically
Somewhat met
Additional work and time required to implement new system.

In 2008-2009, work continued on identifying requirements and implementing related databases and systems.
Mostly met

Short-term accommodation:

Meet the PSLRB's growth needs and new responsibilities.
Met all

Develop a plan in 2008-2009 to meet the PSLRB's needs.
Met all

Human Resources:

Individual and group training plans
Mostly met
The PSLRB continues to encourage all employees to develop training plans and to discuss them with their managers.

Integrate HR planning into strategic and business planning
Met all
HR planning continues to be an intregal part of the PSLRB's strategic planning.

Linkages to Strategic Outcome

- Modern management policies, practices and systems will ensure that the PSLRB effectively manages its caseload and that it fulfills its responsibilities under the *Public Service Labour Relations Act*, which contributes directly to harmonious labour relations in the federal public service and in Parliament.

Management Priority

Horizontal Review of Human Resources Agencies

Type: New

Status: **Met all** (see Supplementary Information)

Linkages to Strategic Outcome

- More stable, long-term funding will enable the PSLRB to fulfill its strategic mandate: to provide harmonious labour relations in the federal public service and in Parliament, to plan more effectively for the longer term, and to readily meet its future commitments.

Supplementary Information

Management Priority: Horizontal Review of Human Resources Agencies

Through the Horizontal Review of Human Resources Agencies, funding for central human resources management functions was reviewed to ensure that related programs are effective and efficient in meeting the priorities of Canadians and in providing value for money. As a result of Budget 2009, the PSLRB was provided with stable, long-term funding, which will greatly improve its ability to fulfill its mandate. However, additional funding for the PSLRB's compensation surveys remains outstanding and will be more specifically determined during fiscal year 2009-2010.

Risk Analysis

The PSLRB has put in place key elements to ensure good governance, management and accountability. These include an annual strategic plan that takes into account operational priorities, resources (human and financial), key risks faced by the organization, and stakeholder expectations. It has also developed a Performance Management Framework that identifies well-defined and long-term program activities. In this report, the PSLRB is reporting on its performance, as measured against that framework.

Regularly updating its strategic plan and the Performance Management Framework enables the PSLRB to meet its responsibilities under the *PSLRA* and to maintain its flexibility to adapt to changes in the external environment, including those that may result from new legislation. It also enables the PSLRB to efficiently monitor and manage its performance on an ongoing basis.

Data sources for performance measurement include manual data collection, the Client Satisfaction Survey, which is undertaken every three years, and service-specific databases, along with the development of a new automated Case Management System (CMS) that, when implemented, will enable the PSLRB to manage case information electronically from initial intake to resolution. The CMS will facilitate more detailed performance reporting by allowing the collection of initial data. Enhanced data collection will be possible in the years that follow.

In 2008-2009, two risks were identified: the uncertainty of permanent funding for the PSLRB and delays in appointing individuals to fill Board member vacancies.

As a result of the Horizontal Review of Human Resource Organizations and Budget 2009, the PSLRB received more stable, long-term funding. This funding will allow the PSLRB to fully meet its responsibilities under the *PSRLA*, to plan more effectively for the longer term and to readily meet its future commitments. However, additional resources will be required over and above this funding for studies to be undertaken by the CARS team to support the collective

bargaining process as part of the PSLRB's expanded mandate. Those resources are still under review.

In 2008-2009, the PSLRB enjoyed a full complement of Board members, allowing it to function expeditiously and to adjudicate and render decisions in a timely manner. In previous years, the PSLRB had encountered delays in appointing members to the Board, often as a result of factors that are beyond its control (e.g., federal elections, Board member retirements, etc.). Not having a full complement affects the PSLRB's ability to fulfill its responsibilities, most notably to effectively manage its caseload.

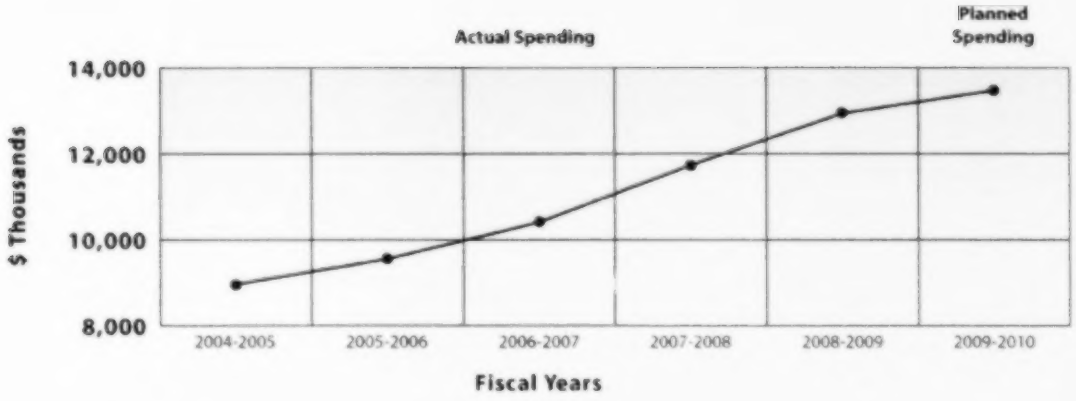
Expenditure Profile

The PSLRB's actual spending was $12.9 million in 2008-2009. This spending trend has been on a positive slope since the enactment of the *Public Service Modernization Act* in 2003, increasing by 40% over the past 5 years. This increase is directly related to the PSLRB's new and expanded mandate that came into effect in April 2005 following the enactment of the *PSLRA*. The PSLRB's caseload progressively increased over the same period, requiring more resources for its adjudication and mediation services to enable it to deal with cases in a timely and efficient manner.

Since the expansion of its mandate, the PSLRB has steadily increased its capacity and invested in its infrastructure to deliver on its activities. During the past two years, the PSLRB's operating costs have also increased due to the two compensation studies, conducted by the CARS team, which were released in April and November of 2008 (i.e., *Technical Services Compensation Comparability Study* and *Total Compensation Study on Health-Related Occupations in Canada*), and the fact that the organization maintained a full complement of Board members, which increased the number of cases that were closed. As well, in 2008-2009, the PSLRB was called upon to assist parties during the recent round of collective bargaining under the *PSLRA*, which resulted in increased demand and increased operating costs for its mediation and dispute resolution services, including the establishment of arbitration boards and public interest commissions.

The chart below shows the PSLRB's spending trend over a six-year period, including planned spending for fiscal year 2009-2010.

Spending Trend



Voted and Statutory Items

This table explains the way in which Parliament voted on resources for the Board, including voted appropriations and statutory authorities, as well as how funds were spent.

($ Thousands)

Voted or Statutory Item		2006-07 Actual Spending	2007-08 Actual Spending	2008-09 Main Estimates	2008-09 Actual Spending
85	Program expenditures	9,382.8	10,643.6	5,996.0	11,810.9
(S)	Contributions to employee benefit plans	993.5	1,083.0	760.0	1,122.0
(S)	Crown Assets Surplus	0.5	0.1	-	-
	Total	10,376.8	11,726.7	6,756.0	12,932.9

SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

Program Activity by Strategic Outcome

Program Activity: Adjudication, Mediation, and Compensation Analysis and Research					
2008-09 Financial Resources ($ thousands)			**2008-09 Human Resources (FTEs)**		
Planned Spending	**Total Authorities**	**Actual Spending**	**Planned**	**Actual**	**Difference**
6,756	**13,309**	**12,933**	**104**	**90**	**14**

Expected Results	Performance Indicators	Targets	Performance Status	Performance Summary
1) Parties before the PSLRB receive a timely and fair resolution of their case	Based on 2007 Client Satisfaction Survey data, percentage of clients who are satisfied with the PSLRB's services with respect to timeliness and fairness	75% Date to achieve target: 31/03/2011	**Mostly met**	The PSLRB is on target to meeting these results. More and more decisions are being issued within the 4-month standard; in fact, many are issued within 1 month. Fewer cases are carried over from previous years and the number of older cases has been significantly reduced.
2) Dispute-related issues are fully or partially resolved through mediation interventions	Percentage of mediation efforts (grievance or complaint cases and collective bargaining) where issues are partially or fully resolved	80% Date to achieve target: 31/03/2009	**Met all**	The PSLRB's mediation services enable parties to more quickly address, and potentially resolve, disputes that may arise from collective bargaining, the administration of collective agreements and/or ongoing issues in the workplace. This contributes to more harmonious labour relations.

3) The PSLRB's compensation data improves the process of collective bargaining	Percentage of PSLRB interventions with respect to collective bargaining (mediation, public interest commissions, arbitration boards) that use the PSLRB's compensation data, when such data is available	80% Date to achieve target: 31/03/2010	Ongoing activity The PSLRB is further refining its performance indicators for this expected result.	The PSLRB's CARS team contributes to harmonious labour relations in the public service and Parliament by supporting parties in their collective bargaining efforts and by making the information available to arbitration boards and public interest commissions to carry out their dispute resolution activities.

During 2008-2009, the PSLRB was successful in delivering on its program activities by providing adjudication, mediation, and compensation analysis and research services and, ultimately, in achieving its strategic outcome: harmonious labour relations in the federal public service and in Parliament. The data used to measure the PSLRB's performance this fiscal year included the organization's performance measurement framework, the 2007 Client Satisfaction Survey, service-specific databases and manual data collection.

In general, the PSLRB's adjudication and mediation services were rated quite high in the survey (an average of 87.4% overall satisfaction for both adjudication and mediation services combined). The survey was administered to 376 clients who had had an interaction with the PSLRB during the 18-month period covered by the survey (January 2006 to June 2007). Clients included employer representatives/third party employer representatives, bargaining agents and third party representatives for applicants. With 234 surveys completed and compiled, the survey had a high response rate of 82.9%[1] and yielded valid results.

More detailed information about the PSLRB's performance metrics is contained in the supplementary information provided below.

Supplementary Information

Expected Results

1) Parties before the PSLRB receive a timely and fair resolution of their case

i) Performance indicator: Based on Client Satisfaction Survey data, percentage of clients who are satisfied with the Board's services with respect to timeliness and fairness

Performance data:

- 57% were satisfied/very satisfied with the scheduling of hearings
- 60% were satisfied/very satisfied with postponements
- 45% were satisfied/very satisfied with the timely issuing of decisions
- 75% were satisfied/very satisfied with the timeliness of mediation services
- 75% were satisfied/very satisfied with the timeliness of information provided by the Registry
- 85% were satisfied/very satisfied with the opportunity to present their case
- 79% were satisfied/very satisfied with procedural fairness

Source: 2007 Client Satisfaction Survey

2) Dispute-related issues are fully or partially resolved through mediation interventions

i) Performance indicator: Percentage of mediation efforts in relation to grievances or complaints that fully resolve issues[2]

Performance data:

- Grievance and complaint mediations: 82% of cases fully resolved*

*Calculated as the percentage of the total number of completed mediation cases (152) that were settled or withdrawn (124)

ii) Performance indicator: Success rate of preventive mediation cases (defined as a case not related to an adjudication case before the Board)[3]

Performance data:

- 87%*

*Calculated as percentage of total number of preventive mediation cases (79) that were settled or withdrawn (69)

Outputs

Decisions on applications, complaints and grievances

i) Performance indicator: Percentage of decisions issued within four months of the last day of the hearing or other proceeding
Performance data: For decisions tracked during the 2008 calendar year, the average time for decisions to be issued was 2.5 months. Out of 107 decisions that were issued, the standard was met 88% of the time.
Target: 75%
Date to achieve target: 31/03/2009

ii) Performance indicator: Among decisions sent for judicial review, percentage of challenges upheld in relation to the total number of decisions issued over a 5-year period.
Performance data: 2%*
* 15 applications were allowed out of 704 decisions rendered over the 5-year period from April 1, 2004 to March 31, 2009
Target: 2%
Date to achieve target: 31/03/2009

Management of cases

i) Performance indicator: Compliance rate with service standards for case management
Performance data: Data not available[4]
Target: 80%
Date to achieve target: 31/03/2009

ii) Performance indicator: Percentage of adjudication cases closed during a year over the total number of new cases received during the same year.
Performance data: During 2008-2009, 3365 cases were carried over from the previous fiscal year. As for new cases, 1499 were received, of which 1985 were closed, leaving 2879 that will be carried over into 2009-2010. Overall, 32.4% more cases were closed than were received during the year.
Target: 10%
Date to achieve target: 31/03/2009

Mediation in the negotiation and renewal of collective agreements, the management of relations resulting from the implementation of collective agreements, and in relation to grievances, complaints and other proceedings

i) Performance indicator: Percentage of grievance and complaint cases where the parties involved agreed to proceed with mediation efforts[2]
Performance data: Parties agreed to proceed with mediation in 43% of new cases*.
*Calculated as percentage of total number of new 2008-2009 cases (1068) in which the parties agreed to mediation (457).
Target: 60%
Given the voluntary nature of mediation services, the PSLRB will amend the target for this indicator. The PSLRB has no control over, nor can it reasonably be expected to, influence the parties' desire to proceed with mediation, should one or the other not wish to do so. Accordingly, the target for subsequent years will be adjusted to 50%.
Date to achieve target: 31/03/2009

ii) Performance indicator: Percentage of collective bargaining mediations that reduce outstanding issues[2]
Performance data: 100%*
*In 2008-2009, there were 9 collective bargaining mediations. All 9 (100%) reduced outstanding issues.
Target: 50%
Date to achieve target: 31/03/2009

Conciliation and arbitration services

i)Performance indicator: Percentage of processes to establish public interest commissions and arbitration boards that are initiated within 5 business days of receiving all appropriate documentation[2]
Performance data: 100%
Target: 100%
Date to achieve target: 31/03/2009

Outreach material

i)Performance indicator: Percentage increase in visits to Board's website in relation to benchmark year (2007-2008)
Performance data: 55%*. Between January and June of 2008, there were approximately 144 000 visits to the PSLRB website, which may be because the PSLRB issued a large number of decisions during that period. Data was collected for this six-month period only during the fiscal year as the organization changed its software for this task.
*There were about 55% more web visits from January to June 2008 compared to the same six-month period in 2007.
Target: 5%
Date to meet target: 31/03/2009

Benefits for Canadians

The PSLRB's program activity — administering the collective bargaining and grievance adjudication systems, including mediation services and compensation analysis and research — contributes to the achievement of the Government of Canada's Government Affairs outcome and to the smooth operation of the Government of Canada. The PSLRB benefits Canadians by supporting a harmonious relationship between federal public servants and their employers, which improves the ability of the public service to serve the public interest.

Performance Analysis

In 2008-2009, the PSLRB made considerable progress in the area of adjudication. More specifically, fewer cases were carried over from previous years and more decisions were issued within the four-month standard timeframe established by the PSLRB. As well, to more effectively manage its sizeable caseload, the PSLRB is more frequently using case management tools such as pre-hearing conferences, which enable preliminary matters and procedural issues to be dealt with before the hearing.

During the reporting period, the PSLRB was asked to assist parties during the first major round of collective bargaining under the *PSLRA*. The PSLRB received and dealt with many requests to provide mediation and dispute resolution services, including establishing arbitration boards and public interest commissions, during a time of economic uncertainty and a time when legislation was being introduced to restrict economic increases for public servants. The PSLRB officers who were involved in the collective bargaining process throughout this tumultuous period were able to help the parties deal with their labour disputes without affecting the delivery of government services to Canadians. Throughout 2008-2009, the PSLRB also continued to offer mediation for grievances and complaints and, on some occasions, preventative mediations. Through the promotion of its mediation services, the PSLRB encourages parties to find solutions to their disputes at the appropriate organizational level and in a timely manner. The resolution of disputes at this stage can reduce the number and length of formal hearing days and, as the parties reach a mutually acceptable settlement, these proceedings normally result in a better relationship between the parties involved.

Lessons Learned

Effectively managing a sizeable and increasingly complex caseload and reducing the amount of time it takes to close cases remains a priority for the PSLRB. A full complement of Board members, which the PSLRB enjoyed in 2008-2009, had a significant impact on the business of the PSLRB. More specifically, it enabled the PSLRB to function expeditiously and to adjudicate and render decisions in a timely manner.

As well, using a variety of case management tools to ensure effectiveness and efficiency remains a priority for the PSLRB. These tools include case management conferences, which can eliminate the need for a hearing entirely, mediation assistance, and pilot projects with some of its largest clients. For example, in 2008-2009, the PSLRB furthered its efforts in effective case management by conducting two pilot projects with its two largest clients: the Public Service Alliance of Canada and the Treasury Board. The cases in the pilot project were conducted more expeditiously than the PSLRB's standard hearings and many were reviewed collectively. The success of the pilots resulted in the PSLRB and its clients discussing a similar project in a different part of the country in 2009-2010.

After conducting and publishing the results of two compensation studies, including extensive consultations with the parties to bargaining and other stakeholders, the PSLRB established a solid foundation on which to build its future and recurrent studies that will cover a broader segment of occupations comparable to those in the federal public service.

SECTION III: SUPPLEMENTARY INFORMATION

Financial Highlights

The financial highlights presented within this DPR are intended to serve as a general overview of the PSLRB's financial position and operations. For further details, consult the Board's financial statements, which can be found on the PSLRB's website at:
http://www.pslrb-crtfp.gc.ca/reports/intro_e.asp

($ dollars)

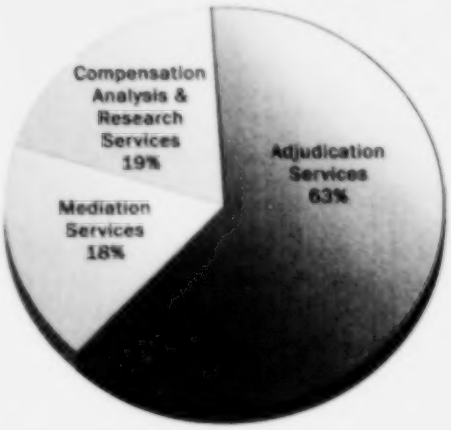
Condensed Statement of Financial Position At End of Year (March 31, 2009)	**% Change**	**2009**	**2008**
ASSETS			
Total Assets	42%	575,088	404,287
TOTAL	42%	575,088	404,287
LIABILITIES			
Total Liabilities	8%	3,500,819	3,231,382
EQUITY			
Total Equity	3%	(2,925,731)	(2,827,095)
TOTAL	42%	575,088	404,287

($ dollars)

Condensed Statement of Financial Position At End of Year (March 31, 2009)	**% Change**	**2009**	**2008**
EXPENSES			
Total Expenses	14%	16,103,550	14,153,959
REVENUES			
Total Revenues	-73%	40	146
NET COST OF OPERATIONS	14%	16,103,510	14,153,813

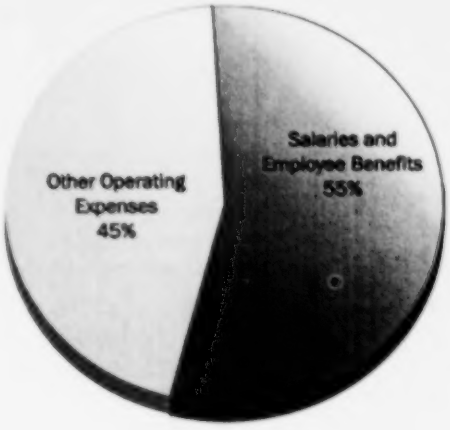
Financial Highlights Chart

Spending Distribution by Service



Based on the Board's financial statements, total expenses were $16.1 million in 2008-2009. The majority of the funds, $10.1 million or 63%, were spent on adjudication services while compensation analysis and research services represented $3.1 million, or 19% of the total expenses, and mediation services represented $2.9 million, or 18% of the total expenses.

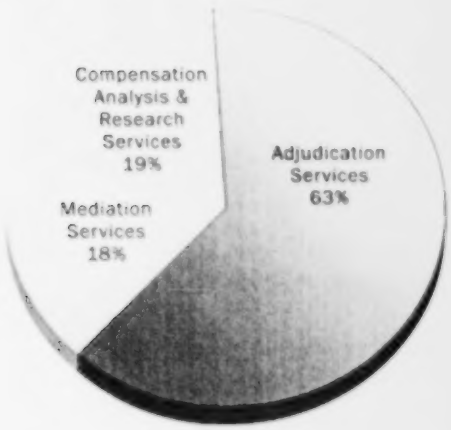
Spending Distribution by Type



Total expenses for the Board were $16.1 million in 2008-2009, of which $8.9 million, or 55%, were spent on salaries and employee benefits. The remaining $7.2 million, or 45%, were spent on other operating costs such as transportation, professional services fees, accommodation, and hearing and mediation facilities.

Financial Highlights Chart

Spending Distribution by Service



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Endnotes

[1] While the raw data showed an overall response rate of 62.2%, when cases in which initial contact was not established (i.e., telephone contact number not in service, email delivery failure, contact unavailable during survey period, duplicate entries, etc.) are excluded, the independent survey company determined that the valid response rate is 82.9%, p.17.

[2]As a result of changes to the PSLRB Performance Measurement Framework, the wording for this performance indicator changed slightly from what appeared in the PSLRB 2008-2009 Estimates, Part III — Report on Plans and Priorities, to more accurately reflect what is being measured, pp. 18, 20.

[3]This performance indicator initially appeared in the RPP under "Outputs" (i.e., mediation in the negotiation and renewal of collective agreements, the management of relations resulting from the implementation of collective agreements, in relation to grievances, complaints and other proceedings), p.18.

[4]As a result of changes to the PSLRB Performance Measurement Framework, the metrics previously used to track this performance indicator are no longer relevant as they relate to the *Public Service Labour Relations Act*, p.19.

Appendix A: Cases Before the Public Service Labour Relations Board 2008-2009

	Number of cases brought forward from previous years	Number of new cases received	Total number of cases	Number of cases closed (includes cases settled, withdrawn and decided)			Number of cases carried forward to 2009-2010	Decisions or orders	Number of cases covered by decisions or orders
				settled	withdrawn	decided			
Grievances	2857	939	3796	286	609	470	2431	59	470
Total grievances	2857	939	3796	1365			2431	59	470
Complaints of unfair labour practices	99	167	266	10	18	38	200	26	38
Complaints under the *Canada Labour Code*	13	16	29	3	3	3	20	3	3
Total complaints	112	183	295	75			220	29	41
Certifications	0	0	0				0	0	0
Revocations of certification	0	3	3	3			0	1	3
Determination of successor rights	0	0	0	0			0	0	0
Determination of management and confidential positions	284	356	640	198 settled or withdrawn 246 decided[1] Total: 444			196	246	246
Designation of essential services positions	3	5	8	1 withdrawn 2 decided Total: 3			5	2	2
Applications for review of Board decisions	0	7	7	0 withdrawn 6 decided Total: 6			1	6	6
Requests for extension of time	109	6	115	83 settled or withdrawn 6 decided Total: 89			26	5	6
Total applications	396	377	773	545			228	260	263
TOTAL	3365	1499	4864	1985			2879	348	774

[1]One case proceeded to a full hearing; 245 determinations were made by an order rendered by the PSLRB on consent.

Appendix B: Synopsis of Applications for Judicial Review of Decisions April 1, 2004, to March 31, 2009

	Decisions rendered[1]	Number of applications	Applications withdrawn	Applications dismissed	Applications allowed	Applications pending[2]	Appeals of applications pending[3]
YEAR 1 (April 1, 2004, to March 31, 2005)	189	19	4	10	5	0	0
YEAR 2 (April 1, 2005, to March 31, 2006)	173	16	4	12	0	0	0
YEAR 3 (April 1, 2006, to March 31, 2007)	116	25	9	11	4	1	1
YEAR 4 (April 1, 2007, to March 31, 2008)	112	23	8	9	6	0	4
YEAR 5 (April 1, 2008, to March 31, 2009)	114	24	1	7	0	16	
TOTAL	704	107	26	49	15	17	5

[1] Decisions rendered do not include cases dealt with under the expedited adjudication process and Managerial Exclusion Orders issued by the Board upon consent of the parties.

[2] Applications that have yet to be dealt with by the Federal Court. Does not include appeals pending before the Federal Court of Appeal or the Supreme Court of Canada.

[3] Results of appeals disposed of have been integrated into statistics in this table.

Note: The figures for the last four fiscal years are not final, as not all the judicial review applications filed in those years have made their way through the Court system.

Appendix C: Collective Bargaining Cases
April 1, 2008, to March 31, 2009

Arbitration Boards		
	Carried over from previous year	5
	Received in 2008-2009	14
	Total cases	19
	Settlements	3
	Arbitral awards	9
	Carried forward to 2009-2010	7
Requests for Mediator		
	Carried over from previous year	3
	Received in 2008-2009	11
	Total cases	14
	Settlements	3
	Carried forward to 2009-2010	5
Public Interest Commissions (PICs)		
	Carried over from previous year	0
	Received in 2008-2009	5
	Total cases	5
	Settlements	1
	PIC reports	0
	Carried forward to 2009-2010	4

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